



Idaho
Commission
for Libraries

Best Practices Section 3: Governance and Board Service

Toolkit

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In this toolkit you will find value-added information that includes definitions, examples, and links to useful resources to help you respond to the questions in the corresponding Best Practices Checklist.

Core Level

3.1. My library is established according to chapter 26 (city library) or 27 (district or school-community library) of title 33, Idaho Code.

3.1.1. City libraries: chapter 26, title 33, Idaho Code:

<https://legislature.idaho.gov/statutesrules/idstat/Title33/T33CH26/>

3.1.2. District and school-community libraries: chapter 27, title 33, Idaho Code:

<https://legislature.idaho.gov/statutesrules/idstat/Title33/T33CH27/>

3.2. My library's trustees are placed on the library board in accordance with the process outlined in either chapter 26 or chapter 27, title 33, Idaho Code.

3.2.1. For city libraries:

<https://legislature.idaho.gov/statutesrules/idstat/Title33/T33CH26/SECT33-2604/>;

3.2.2. For district libraries:

<https://legislature.idaho.gov/statutesrules/idstat/Title33/T33CH27/SECT33-2716/>;

3.2.3. Elections for district library trustees are held in May of odd-numbered years.

3.3. My library board abides by state and federal laws which pertain to public libraries in Idaho.

3.3.1. Idaho Library Laws, 2019 full edition: <https://libraries.idaho.gov/about/library-laws/>

City Libraries must refer to Idaho Code 33:2741 for information on requirements under Idaho's Internet Use

3.3.2. Examples of federal laws pertaining to public libraries in Idaho include the

3.3.2.1. Fair Labor Standards Act/FSLA; <https://www.dol.gov/agencies/whd/flsa>

3.3.2.2. E-rate; <https://www.usac.org/e-rate/>

3.3.2.3. Copyright; <https://www.copyright.gov/>

3.3.2.4. Children's Internet Protection Act

<https://www.fcc.gov/consumers/guides/childrens-internet-protection-act>

3.4. My library makes records not exempt from disclosure such as meeting minutes, library policies, board bylaws, financials, and planning documents available to the public online or in accordance with the Open Records Act and Open Meetings Act.

3.4.1. The Office of the Attorney General of Idaho publishes the *Idaho Public Records Manual*, which illustrates how Idaho's Public Records Law establishes a basic set of ground rules securing the public's access to government records, while still

preserving an individual's right to privacy. Download this handy publication free of charge at

<https://www.ag.idaho.gov/content/uploads/2018/04/PublicRecordsLaw.pdf>;

- 3.4.2. See page 8 of the *Idaho Public Records Law Manual* for more information on public records requests:

<https://www.ag.idaho.gov/content/uploads/2018/04/PublicRecordsLaw.pdf>;

- 3.4.3. Idaho Code section 74-108(4) states that “The records of a library which, when examined alone, or when examined with other public records, would reveal the identity of the library patron checking out, requesting, or using an item from a library.” So, a library patron’s borrowing record is exempt from public disclosure.

- 3.5. My library’s board members have discussed and considered adopting the values set forth in the American Library Association’s *Library Bill of Rights and Access to Library Resources and Services for Minors: An Interpretation of the Library Bill of Rights*.

- 3.5.1. *The Library Bill of Rights* and interpretations thereof can be accessed at

<http://www.ala.org/advocacy/intfreedom/librarybill/interpretations>

- 3.5.2. *Access to Library Resources and Services for Minors: An Interpretation of the Library Bill of Rights* can be accessed at

<http://www.ala.org/advocacy/intfreedom/librarybill/interpretations/minors>

- 3.6. My library’s board and director provide orientation for new trustees.

- 3.6.1. The board is responsible for providing a planned orientation for new trustees. The board makes new trustees aware of how introductory activities will be handled and that responsibility for planning and implementing the orientation is shared by the board chairperson, board members, and library director.

- 3.6.2. The library board welcomes new members of the board by providing the information necessary to feel comfortable with their new job and to begin work. Like any new volunteers, trustees will be more productive if they know how the organization functions and what is expected of them. BoardSource’s *Leading with Intent* shows trustees who understand the organization’s mission are more engaged in board service: <https://boardsource.org/research-critical-issues/nonprofit-sector-research/>

- 3.6.3. The library’s director assists in the orientation of new trustees, including introduction to library procedures, departments, and staff.

- 3.6.4. For more information on board orientation, see the *Idaho Trustee Manual: A Guide for Public Library Trustees*: <https://libraries.idaho.gov/wp-content/uploads/2018/08/Trustee-Manual-20180531.pdf>.

- 3.7. My library's trustees participate annually in education and training on topics such as organizational mission, roles and responsibilities, budgeting and finance, and Ethics in Government.
- 3.7.1. Chapter 4, title 74, Idaho Code – Ethics in Government – is available online at <https://legislature.idaho.gov/statutesrules/idstat/Title74/T74CH4/>.
 - 3.7.2. The American Library Association's division for trustees, Friends, foundations and advocates, United for Libraries, offers training and information resources for trustees <http://www.ala.org/united/>
 - 3.7.3. OCLC's WebJunction also has resources – articles and webinars- for trustees: <https://www.webjunction.org/home.html>. Free registration is required.
 - 3.7.4. Please see Appendix A for a BoardSource graphic on roles and responsibilities.
 - 3.7.5. Your Idaho Commission for Libraries area field consultant is available to help with roles and responsibilities, orientation to library law, open meetings law, policy writing, creating bylaws, strategic planning, and other topics.
 - 3.7.6. If you are unsure how to contact your ICfL area field consultant, visit <https://libraries.idaho.gov/about/staff/#library-development> or call our main office at 208-334-2150 between the hours of 8:00 and 5:00 p.m. Mountain Time.
- 3.8. My library has a current written strategic plan informed by board and staff input as well as a community assessment process. The plan includes these elements:
- 3.8.1. Library vision and mission
 - 3.8.2. High-level desired outcomes
 - 3.8.3. Practical activities or action steps supporting the outcomes
 - 3.8.4. Indicators tied to outcomes.
 - 3.8.5. United for Libraries offers a basic strategy for strategic planning: <http://www.ala.org/united/sites/ala.org.united/files/content/trusteezone/practical-guides/strategic-planning.pdf>
 - 3.8.6. See the American Library Association's page on strategic planning: <http://www.ala.org/pla/resources/tools/directors-managers-administrators/planning-evaluation>

- 3.9. My library board has a plan¹ for emergency succession² and defined departure³, which is part of the library's transition notebook.
- 3.9.1. Director succession planning is a continuous process that assesses the library's needs and creates a climate for a director to succeed. An effective succession plan is linked to the library's strategic plan, mission, and vision.
 - 3.9.2. The library's transition notebook is created by the library director so that the board and library staff can carry on business as usual when the director retires or when the unforeseen happens.
 - 3.9.3. Your ICfL area field consultant can help with the creation of your Transition Notebook.
- 3.10. My library board maintains a trustee job description that clarifies the responsibilities of the board as a whole, the individual trustee, and the offices of the board.
- 3.10.1. Sample Job Description of a Library Trustee, from the Nebraska Library Commission: <https://nlc.nebraska.gov/trustees/trusteejobdescription.aspx>;
 - 3.10.2. Library Trustee Job Description, from the Wilkinson Public Library, Telluride, Colorado: <https://www.telluridelibrary.org/library-trustee-job-description/>;
 - 3.10.3. Job Description for Public Library Board Members, from the State Library of Iowa: <https://www.statelibraryofiowa.org/ld/t-z/Trustees/gov/job>.
- 3.11. My library board strives to recruit potential trustees according to the needs of the board and the diversity of the community.
- 3.11.1. Using a matrix to list the attributes, talents, and areas of expertise for each trustee is a handy tool to assist your board in developing its capacity.
 - 3.11.2. See Appendix B for an example of a matrix
- 3.12. My library develops an annual workplan based on the strategic plan and uses it as the basis for monitoring goals at regular intervals of no more than six months. A workplan can help the board and staff track the strategic plan goals and keep the plan in front of the board. For an example of the difference between a strategic plan and a work plan see

¹ Succession planning is a process for identifying and developing new leaders who can replace former leaders who have left, or are planning to leave, the organization. Succession planning increases the availability of experienced and capable employees who are prepared to assume these roles as they become available. Phrased another way, replacement planning for key roles is the basis of succession planning.

² Emergency succession includes situations where the director has become incapacitated, has died, or has experienced a major life change that interferes with his or her performing the duties of the office.

³ Defined departure includes, but is not limited to, resignation, retirement, and termination.

- 3.13. My library director's job description is reviewed annually in conjunction with a performance evaluation and annual work plan goals in closed (executive) session during a regular or special board meeting held according to Idaho's Open Meetings Law.
- 3.13.1. For city libraries: Idaho Code section 33-2607(8) includes among the powers and duties of the library board "To hire, supervise and evaluate the library director"; I.C. § 33-2608 requires the library's board of trustees to "appoint a library director, who shall serve at the pleasure of the board... ."
- 3.13.2. For district libraries: I.C. § 33-2720(1)(c) lists as a power and duty of the board of trustees "To employ and evaluate a library director or director team to administer the library." I.C. § 33-2721 requires the library's trustees to "appoint a library director or director team who shall administer the library district."
- 3.13.3. A closed meeting – that is, an "executive session" – may be held to consider the evaluation, dismissal, or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member, individual agent, or public-school student. Idaho Code section 74-206(1)(b):
<https://legislature.idaho.gov/statutesrules/idstat/Title74/T74CH2/SECT74-206/>.
- 3.13.4. The Office of the Attorney General has published the *Idaho Open Meeting Law Manual* to help answer questions about holding open meetings:
<https://www.ag.idaho.gov/content/uploads/2018/04/OpenMeeting.pdf>.
- 3.13.5. See Appendix C for a comparison of strategic plans and annual work plans.
- 3.13.6. The purposes of the director's performance appraisal are:
- 3.13.6.1. to provide the director with a clear understanding of the board's expectations;
 - 3.13.6.2. to ensure that the director is aware of how well those expectations are being met;
 - 3.13.6.3. to serve as a formal vehicle of communication between the board and director;
 - 3.13.6.4. to identify and give credit for a job well done;
 - 3.13.6.5. to identify the board's existing concerns so that appropriate action can be taken;
 - 3.13.6.6. to review annual accomplishments of the library and ensure the continued effectiveness of the director; and

- 3.13.6.7. to demonstrate sound management practices and accountability to community stakeholders.
- 3.13.7. For more information on the library director's performance appraisal, see the *Idaho Trustee Manual: A Guide for Public Library Trustees*: <https://libraries.idaho.gov/wp-content/uploads/2018/08/Trustee-Manual-20180531.pdf> and United for Libraries' Fact Sheet on Director evaluation: <http://www.ala.org/united/sites/ala.org.united/files/content/trustees/short-takes/Short%20Takes%208.pdf>
- 3.14. My library allocates a minimum of 10 percent of its annual budget to collection development and maintenance. National figures from 2017 show the percentage each state is spending on collections: https://www.ims.gov/sites/default/files/fy2017_pls_tables.pdf
- 3.15. My library board allocates funds for the staff's continuing education and ensures that resources are in place to provide coverage as needed for participating staff. Continuous learning is critical to renewing the expertise and skills needed to assist patrons in this information age. Library workers must continually expand their knowledge in order to keep up with the rate of change. The Idaho Commission for Libraries offers continuing education courses: <https://libraries.idaho.gov/continuing-education/>. There are also numerous continuing education opportunities at the Annual Conferences of:
- 3.15.1. The Pacific Northwest Library Association (<https://pnla.org/>);
- 3.15.2. The Idaho Library Association (<http://www.idaholibraries.org/>);
- 3.15.3. The Public Library Association (<http://www.ala.org/pla/>);
- 3.15.4. The Association for Rural and Small Libraries (<https://arsl.info/>); and
- 3.15.5. The American Library Association (<http://www.ala.org/>).
- 3.16. My library provides the board with financial reports, including all income and expenditures, statistical information on library usage, services, and programs in the context of current versus prior-year figures, as appropriate, at every regular meeting. The library board's duty to govern the library includes elements of oversight that require data. These monthly reports enable the board to identify trends, ask informed questions, and ensure the proper operation and fiscal management of the library.
- 3.17. My library's annual statistical report to ICfL's Board of Library Commissioners is submitted by the deadline specified in Idaho Code.
- 3.17.1. For city libraries: Idaho Code section 33-2611 requires that "The board of trustees shall annually, not later than the first day of January, file with the board of library

commissioners⁴ a report of the operations of the library for the fiscal year just ended. The report shall be of such form and contain such information as the board of library commissioners shall require, but in all cases must include a complete accounting of all financial transactions for the fiscal year being reported.”

- 3.17.2. For district libraries: I.C. § 33-2726 requires that “The board of trustees of each library district shall annually, not later than the first day of January, file with the board of library commissioners a report of the operations of the district for the fiscal year just ended. The report shall be on the form and contain the information that the board of library commissioners requires, but in all cases must include a complete accounting of all financial transactions for the fiscal year being reported.
- 3.17.3. See <https://libraries.idaho.gov/idaho-library-statistics/> for the current version of the annual report. If you have questions or concerns about your library’s annual report, please contact Patrick Bodily, State Data Coordinator, at Patrick.Bodily@libraries.idaho.gov or at 208-525-7211 or at 800-548-6212.
- 3.18. My library’s board and director develop an annual budget which supports the strategic goals of the library and is structured through the division of line items to reflect the library’s strategic priorities. Library accounting conforms to Generally Accepted Accounting Principles (GAAP)⁵.
- 3.19. My library’s programs and services are regularly evaluated to gauge their effectiveness in advancing the library’s mission and include outcome-based measures.
- 3.19.1. In the Aspen Institute’s report “Rising to the Challenge: Re-envisioning Public Libraries,” outcome-based measurement was found to be an area of growth for public libraries. “Measuring outcomes is more important than measuring outputs. An intelligent community, not large circulation numbers, is the primary goal,” (p. 11): <http://csreports.aspeninstitute.org/documents//AspenLibrariesReport.pdf>. According to the Institute of Museum and Library Services, outputs are “direct products of program activities, usually measured in terms of work accomplished.” By contrast, outcomes are “benefits or changes for individuals or populations during or after participating in program activities, including new knowledge, increased skills, changed attitudes or values, modified behavior, improved condition or altered status.”

⁴ The Board of Library Commissioners is designated in Idaho Code section 33-2503 as the policymaking body for the Idaho Commission for Libraries. Each of the five commissioners is appointed by the governor.

⁵ GAAP is a combination of authoritative standards (set by policy boards) and the commonly accepted ways of recording and reporting accounting information. GAAP aims to improve the clarity, consistency, and comparability of the communication of financial information. This common set of accounting principles, standards, and procedures is issued by the Financial Accounting Standards Board (FASB).

- 3.19.2. Public Libraries in the United States Survey: The Institute of Museum and Library Services (IMLS) provides statistics you can use and allows you to search for libraries, compare libraries, and look at their survey data: <https://www.ims.gov/research-evaluation/data-collection/public-libraries-united-states-survey>.
- 3.20. My library board's meeting agenda includes an opportunity for public comment. Public comment can be managed by having a set time for individuals wishing to speak. Issues brought before the board by the public may or may not be taken up at future board meetings.
- 3.20.1. Idaho's Open Meetings Law, Idaho Code §§ 74-201 through 74-208 does not expressly require the opportunity for public comment.
- 3.20.2. If your library does include a place on the agenda for comments from the public, it is a good practice to employ a timer so that each citizen has an equitable amount of time to speak.
- 3.20.3. See *Coalition for Responsible Government v. Bonner County*, First Judicial District, Bonner County Case No. CV-97-00107 (May 15, 1997) (on file with the Office of the Attorney General). This court case confirmed that Idaho's Open Meetings Law does not require allowing the public an opportunity to comment at open meetings.
- 3.20.4. *The Idaho Open Meeting Law Manual*, a publication of the Office of Idaho's Attorney General, is available for download at <https://www.ag.idaho.gov/content/uploads/2018/04/OpenMeeting.pdf>.
- 3.21. My library board regularly reviews its bylaws and the library's core policies on the following topics and ensures that the director has developed related procedures, including, but not limited to:
- 3.21.1. Acceptable Behavior: Ensures that the library is a safe and welcoming place for all. By stating what behaviors are unacceptable, this policy provides staff the freedom of discretion and authority to take appropriate action. This policy may also be known as the Patron Behavior Policy or Library Code of Conduct.
- 3.21.2. Audit (district libraries only): Idaho Code section 33-2726 requires the board of district libraries to cause to be made "a full and complete audit of the books and accounts of the district as required in section 67-450B, Idaho Code."
- 3.21.3. Circulation: Ensures that all patrons have access to the library's materials. The circulation policy explains who qualifies for a library card, how to obtain a nonresident card and how much it costs, how long items may be kept, how many times items may be renewed, and what the penalties are for returning items late or for damaging or losing library materials.

- 3.21.4. Collection Management: Collection management includes materials selection and collection development. This policy covers all types and formats of materials and usually includes a request for reconsideration section followed by a request for reconsideration of materials form. This is usually the one library policy that includes procedure, in order to ensure equitable treatment of those challenging library materials.
- 3.21.5. Gifts: Makes clear that the library and not the donor will make decisions regarding the implementation and disposition of gifts; that the donor relinquishes all rights to any gifts to the library; that the library will not breach library policy in exchange for gifts and/or corporate sponsorships. For more information, visit <http://www.ala.org/tools/atoz/gifts-libraries>.
- 3.21.6. Human Resources (district libraries only): Includes the duties and powers of the staff, job descriptions, information on evaluation and discipline of staff members, grievance procedures, and description of benefits. Sometimes salary information is also included. City libraries generally follow city H.R. policies and procedures, which need to take into account the fact that the library is governed by its own independent, nonpartisan board and not by the mayor or council. ICRMP offers a template for district library personnel policy: <https://www.icrmp.org/wp-content/uploads/2019/07/Sample-Public-Library-District-Sample-Personnel-Policy.docx>.
- 3.21.7. Internet Safety: Effective October 1, 2012, all libraries in Idaho receiving public money⁶ and governed by the provisions of chapter 26 or 27, title 33, Idaho Code, must comply with Idaho Code section 33-2741 regarding Internet Use Policies. The policy must state the effective date and must be reviewed by the board at least once every three (3) years and must reflect the most recent date of review. This date must be reported in the library's annual statistical report. Notice of the availability of this policy must be posted in a conspicuous place within the library for all patrons to observe. See <https://legislature.idaho.gov/statutesrules/idstat/Title33/T33CH27/SECT33-2741/> for more information.
- 3.21.8. Meeting Room / Facility Use (if applicable): States the terms of use for the library's meeting room, including rules and limitations, fees and cleaning deposits, and prioritization of applicants. The American Library Association's *Library Bill of Rights* states that "Libraries that make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use." Public use of the library's meeting rooms cannot be without restriction, as usage

⁶ According to 33-2702(6), Idaho Code, "Public library service" means the provision of planned collections of materials and information services provided by a library established under the provisions of chapter 26 or 27, title 33, Idaho Code, and paid for primarily through tax support provided under these statutes.

must be safe and not undermine the library's other functions. Library programs generally take priority over public requests for meeting rooms. Many libraries do not permit the sale of merchandise in their meeting rooms except in conjunction with a library-sponsored program.

- 3.21.9. Patron Confidentiality and Privacy: For the sake of intellectual freedom, patrons need to know that their borrowing, reading, and downloading information is protected. Idaho Code section 74-108(4) prohibits the disclosure of the records of a library, museum, or archive which, when examined alone, or when examined with other public records, would reveal the identity of the library patron checking out, requesting, or using an item from the library⁷. See <https://legislature.idaho.gov/statutesrules/idstat/Title74/T74CH1/SECT74-108/>.
- 3.21.10. Communication
- 3.21.11. Unattended Children and Vulnerable Adults:
- 3.21.12. Request for Public Records: The intent of the law is to ensure that all records maintained by state and local government entities – including public libraries – be available for public access and copying. At the same time, Idaho's legislature recognized the need for privacy by citizens and businesses that is necessary for the conduct of the government's business. For this reason, Idaho Code section 74-102 states that "all public records in Idaho are open at all reasonable times for inspection except as otherwise expressly provided by statute." You can download the *Idaho Public Records Law Manual* at <https://www.ag.idaho.gov/content/uploads/2018/04/PublicRecordsLaw.pdf>. Idaho Code section 74-108(4) prohibits the disclosure of the records of a library, museum, or archive which, when examined alone, or when examined with other public records, would reveal the identity of the library patron checking out, requesting, or using an item from the library.
- 3.21.13. Sponsorship: When partnering with local businesses and civic organizations to obtain new collections, equipment, and services for the library, it is important to have in place a sponsorship policy that a) specifies that it is the library, and not the donor, that will decide on the disposition of a gift, b) honors the right of donors to be acknowledged for their gifts to the library, while positioning the library in the forefront and minimizing the commerciality of any gift, c) prohibits the library from violating library policy in exchange for gifts of goods or services. The American Library Association has created a Sample Library Sponsorship Policy, available at

⁷ Idaho's Address Confidentiality Program. When someone in Idaho has moved to a new location to escape domestic violence, sexual abuse, or stalking, the Address Confidentiality Program (ACP) can help keep his or her new address confidential: <http://www.sos.idaho.gov/ACP/index.html>. This is done through the use of a mail-forwarding service and substitute address. In accordance with I.C. § 19-57, all state and local agencies are required to accept the substitute address as the actual address of the individual. <https://legislature.idaho.gov/statutesrules/idstat/Title19/T19CH57/>.

<http://www.ala.org/united/sites/ala.org.united/files/content/trustees/orgtools/policies/sponsorship.doc>.

3.22. My library's board considers planning and policy through a lens of sustainability and resilience.

3.22.1. ALA's Sustainability and Libraries LibGuide:

<https://libguides.ala.org/SustainableLibraries>

3.22.2. Sustainability is one of the core values of librarianship. The American Library Association is supporting the library community by showing its commitment to assisting in the development of sustainable libraries with the addition of sustainability as a core value of librarianship. This consists of practices that are environmentally sound, economically feasible, and socially equitable. Libraries play an important and unique role in promoting community awareness about resilience, climate change, and a sustainable future. They are also leading by example by taking steps to reduce their environmental footprint.

[http://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section1/1mission#A.1.4%20Core%20Organizational%20Values%20\(Old%20Number%201.3.1\)](http://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section1/1mission#A.1.4%20Core%20Organizational%20Values%20(Old%20Number%201.3.1))

3.23. My library's board reviews the content and liability insurance for the library every three years at minimum. In the case of a city library, the city may be doing this for all city property on a regular basis. It is important to review coverage periodically to account for new technology, special collections, art exhibitions including pieces not owned by the library, for example.

Enhanced Level

3.24. My library's board develops and approves policies related to

3.24.1. internal controls, *e.g.*,

https://www.in.gov/library/files/Handout_Slides_with_Notes_as_Transcript_Internal_Controls.pdf

3.24.2. spending authority

3.24.3. capital

3.24.4. petty cash

3.24.5. fund balances including personnel-related liabilities.

3.25. My library's strategic plan is created with the active participation of stakeholders including members of the community and community organizations and addresses services, facilities, public relations, and technology.

- 3.26. My library's board allocates funds annually for trustee education. In order to be effective, it is essential that library trustees remain current on topics, trends, and developments in libraries. The Idaho Library Association (ILA) offers a Trustee Day at its annual conference and the Idaho Commission for Libraries (ICfL) provides regional training for trustees. ICfL's area field consultants are available to provide on-site training for library board members. Trustees may also find continuing educational opportunities on Web Junction:
<https://www.webjunction.org/home.html>.
- 3.27. My library's board members have mission-based talking points or library stories to use when advocating for the library.
- 3.27.1. Local stories are a mainstay of library advocacy. See Jamie La Rue framing library advocacy using a story: <http://www.ala.org/advocacy/advocacy-bootcamp-resources>.
- 3.27.2. See United for Libraries Power Guide for tips on advocacy:
<http://www.ala.org/united/powerguide>
- 3.28. My library's board evaluates its performance through annual self-evaluation. United for Libraries, ALA's division for library trustees, advocates, friends, and foundations, has developed *A Library Board's Practical Guide to Board Self-Evaluation*:
http://www.ala.org/united/sites/ala.org.united/files/content/training/trustee_academy/board-self-evaluation.pdf.
- 3.29. My library's board regularly reviews staff salary guidelines to ensure that library staff wages are aligned with comparable positions in libraries of similar size as well as comparable positions in local government. Salary evaluations help ensure that wages paid within your organization remain competitive with salaries offered by other libraries in your geographic area or by your by local government and schools. Salary information for government entities is public record and should be easily obtainable. Performing salary evaluations regularly can help your library keep the people you have as well as recruit new talent.
- 3.30. My library has a supporting non-profit group, either a Friends group or Foundation, which provides supplemental funding for library services and programs. The relationship between the library board and the non-profit is guided by a memorandum of understanding.
- 3.30.1. See United for Libraries Fact Sheet on organizing a Friends Group:
<http://www.ala.org/united/sites/ala.org.united/files/content/friendszone/factsheets/unitedff1.pdf>
- 3.30.2. See the United for Libraries Fact Sheet on starting a foundation:
<http://www.ala.org/united/sites/ala.org.united/files/content/friendszone/factsheets/unitedff16.pdf>
- 3.30.3. United for Libraries has created a *Sample Memorandum of Understanding Between Friends and Libraries*:

<http://www.ala.org/united/altaff/files/friends/orgtools/sample-operating-agreement.doc>.

- 3.30.4. The Johnson County (Kansas) Library has provided a copy of their memorandum of understanding between the library and the Foundation:
<http://www.ala.org/united/sites/ala.org.united/files/content/foundations/orgtools/JCL%20FDN%20MOU.doc>.
- 3.31. My library applies for private and public local, state, and federal grants to supplement the budget and to support special services and programming. Check out the examples on ICfL's Grants & Funding page: <https://libraries.idaho.gov/grants-funding/>. Some grants are only available to 501(c)(3) organizations. Library friends groups or foundations may act as pass-throughs for such grants. The exempt purposes set forth in section 501(c)(3) are charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. For more information on becoming a 501(c)(3) organization, visit <https://www.irs.gov/charities-non-profits/charitable-organizations/exemption-requirements-501c3-organizations>. Charitable contributions to governmental units are tax-deductible under section 170(c)(1) of the Internal Revenue Code if made for a public purpose.
- 3.32. My library's board utilizes committees to facilitate the work of the board and includes community members when appropriate. Examples include, but are not limited to, building, planning, public relations, and director search committees.

Stretch Level

- 3.33. My library's board has an advocacy committee to set advocacy priorities and to engage individual trustees in the work of being an ambassador for the library. This job may include publicizing and working at library events such as guest lectures or exhibitions; assisting library staff at outreach events; distributing select printed material regarding the history of the library, its policies, and programs.
- 3.34. My library's board and staff facilitate community engagement as a method of planning for library services that are responsive to community needs. The American Library Association has partnered with the Harwood Institute For Public Innovation to bring the Libraries Transform model to public libraries in the form of Turning Outward, a method of planning that helps libraries to ask about community inspirations and how public libraries can support those goals: <http://www.ala.org/tools/librariestransform/libraries-transforming-communities/resources-for-library-professionals>
- 3.35. My library board has a governance committee whose members develop an annual calendar of board education. This calendar may include, but is not limited to, topics such as policy review, budget preparation, succession planning, building issues, building

projects, strategic planning, community engagement, the board's role vs. the library director's role in the library.

- 3.36. My library's individual trustees are members of community organizations to act as liaisons and ambassadors of the library.
- 3.37. My library's strategic plan is assessed using a set of pertinent, useful, and actionable data points, including and in addition to the indicators from the strategic plan.

Board Matrix

	Term		Role this Year	Areas of Expertise									Gender		Age				
	First	Second	Officers & Leadership	Other Committee	Fundraising	Finance	Marketing/PR	Board Development	Construction	Community Relations	Exhibitions/Gallery	Technology	Visual Arts	Male	Female	20+	30+	40+	50+
Board Member #1																			
Board Member #2																			
Board Member #3																			
Board Member #4																			
Board Member #5																			
Board Member #6																			

Grand Total

Appendix C